City of St. John's
BUDGET 2016 - 2018

INVESTING IN tomorrow

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P. O. Box 908
St. John's, Newfoundland and Labrador
A1C 5M2

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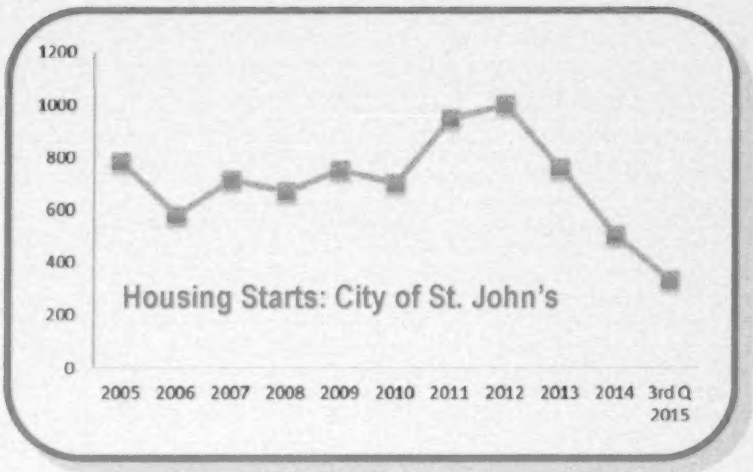
Setting the Stage

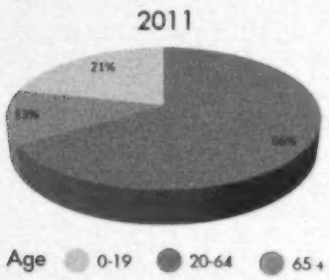
Like many cities in Canada, St. John's is undergoing significant change.

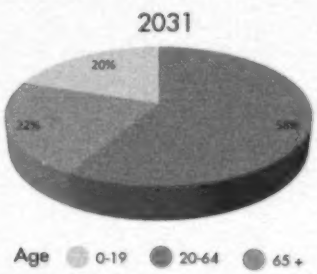
Over the past decade, we experienced unprecedented growth in residential and commercial activity, supported by higher household incomes and low unemployment rates. Since the start of 2015, however, the economy has been cooling off. Housing starts and building permits are declining, likely as a result of a need for the private market to "catch up" with development, as well as the slowdown in the natural resources sector. For the first time in 15 years, the metro forecast indicates housing starts just above 1,000 units in 2016 and 2017.



At the same time, our population growth has been slow but steady.

By 2031, the population of St. John's is estimated to be 114,000, up from the current 106,000. The population of the St. John's Census Metropolitan Area (CMA) will expand to just under one quarter million. Furthermore, the demographic profile of our population is changing.





We are an aging and changing population, which has implications for how we design and deliver services. For example, we are already seeing a need for enhanced accessible transit and for senior's programming. The need to connect with the community on City priorities increases.

St. John's in the National and Provincial Context

It is important now more than ever that the City of St. John's continue to work with other Canadian cities through the Big City Mayors Caucus and the Federation of Canadian Municipalities to advocate for increased funding to cities for infrastructure investments. The City of St. John's has identified several policy matters with the provincial leaders and looks forward to working with the new provincial Liberal government in a renewed commitment to municipalities.

A Strategic and Forward-Thinking Budget Plan

The three-year budget cycle has been successful in helping the City identify and advance strategic objectives. Our new budget concentrates on achieving our priorities through sound review and analysis. Our goal is to invest in the infrastructure and amenities such as parks, recreation facilities and special events that enhance the livability of St. John's while being fiscally responsible and aware of the changes we see in a softening marketplace.

In the last three years, the City has finalized a number of important strategies:

- 2015-2018 Corporate Strategic Plan
- 10-Year Capital Plan
- Envision St. John's Municipal Plan
- Public Engagement Framework
- Parks & Open Spaces Master Plan
- Affordable Housing Business Plan
- Winter Maintenance Strategy

Capital Budget

In June 2015 St. John's City Council approved its first Ten Year Capital Plan 2015-2024 totaling $1.25 billion.

The capital plan includes significant investments in City buildings, parks and recreation facilities, roads, bridges, water and sewer, with the largest portion allocated to core, municipal services:

- Roads, Water, Sewer, and Bridges: $805,800,000
- Parks & Recreation: $112,300,000
- City Buildings: $88,500,000

The 2016-2018 Operating Budget supports the longer term capital requirements of the City which, in turn, supports a firm foundation for the future on which our changing City can depend.

Expenditures and Revenue

Expenditures are expected to increase by $12.7 million in 2016; $20.1 million in 2017; and $26.9 million in 2018. Significant items contributing to this increase include:

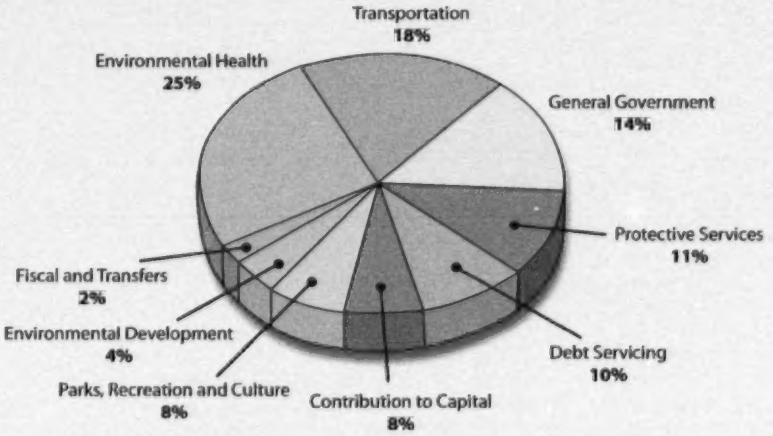
	2016	2017	2018
Collective agreement salary increases	4,252,143	7,399,124	11,573,383
Increased contribution to capital from HST savings	600,000	4,000,000	4,000,000
2016 & 2018 debt charges	1,027,488	2,054,975	5,264,975
Para Transit increase	1,200,000	1,500,000	1,800,000
Special payments: pension plan	1,326,000	1,326,000	1,326,000
Capital spending on fleet acquisition	922,181	922,181	922,181
Operation of the Paul Reynolds Community Centre	130,042	1,241,839	1,266,741
SJSEL (Convention Centre) subsidy increase	670,000	670,000	752,000

City expenditures are largely related to providing core services such as water and wastewater, garbage and recycling, transportation and roads, fire protection, parks, recreation and planning.

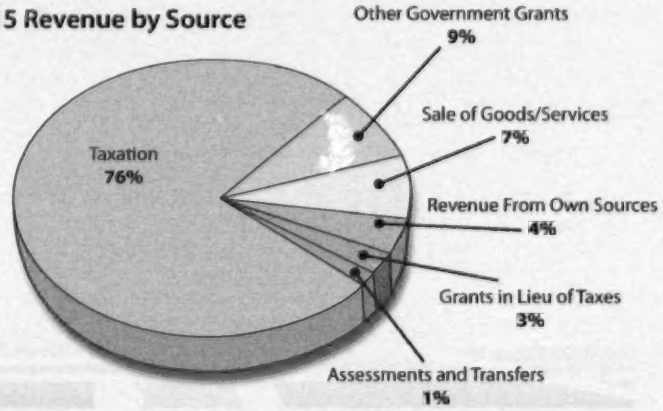
During public consultations, residents and stakeholders asked the City to maintain services and continue to invest in capital expenditures through innovative approaches and by identifying new sources of revenue.

Early retirements and the reallocation of human resources within departments will result approximately $8.4 million in savings from 2016 to 2018. We will continue to seek efficiencies as opportunities arise.

2015 Expenditure by Function



2015 Revenue by Source



New Sources of Revenue

76 per cent of City revenue is derived from property taxes.

To identify new sources of revenue, the City will work closely with the provincial and federal governments, focusing particularly on developing a new fiscal framework for municipalities. As announced by the provincial government, savings in HST directed to the municipality, projected at $8.6 million over three years, will be directed to fund capital projects.

We have also identified ways to equalize the tax burden without increasing the mil rate, including eliminating a vacancy allowance offered to commercial property owners that will result in an additional $5.5 million in commercial property tax, beginning in 2018. Other revenue opportunities have been identified in user fees and parking increases.

Taxes and Mil Rate Changes

Budget 2016-2018 follows the establishment of new base rates for property assessment.

The new assessments are based on property values as of January 2014 and will determine the rate for residential and commercial property taxes until the end of this three-year budget cycle. Assessment values for 2013 - 2015 were based on values in January 2011.

While some residential property values have decreased since 2011, the majority have increased, primarily for market-related factors or areas where renovations and enhancements have increased values through whole neighbourhoods. In the 2016 assessment, average property values have increased from a low of 11 per cent to a high of 27 per cent.

For 2016, the City will decrease the residential mil rate from 8.1 to 7.8, and the commercial mil rate from 26.2 to 25.2 which will offset property tax rate increases.

Water taxes will increase marginally over the three year period, from the current rate of $615 to $630 in 2016 (2.4%); $670 in 2017 (6.3%); and $675 in 2018 (0.7%).

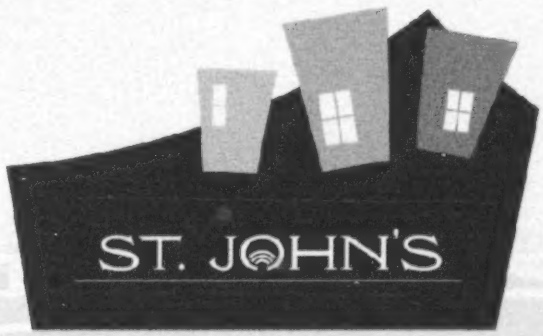
We are obligated to apply tax rates in a fair and equitable manner. For this reason we will uniformly apply mil rates to all residential properties, similar to the way water tax is charged, by eliminating the mil rate reduction for properties not connected to City water and sewer.

Focusing on Core Services

Throughout our budget planning process, Council has been focused on ensuring that the City of St. John's is positioned well to achieve our core mandate in a sustainable way. Over the next three years we will focus on shifting some services to alternate providers.

As stated in our strategic plan, the City of St. John's does not operate in isolation, and increasingly cooperative and collaborative relationships can be beneficial for the city, the province and the private and not-for-profit sectors. With this in mind, we will divest ourselves in of a number of services and operations. The City will:

- Eliminate the 10-week summer litter collection program; free and for-a-fee bulk garbage collection and the free bulk metal program. There will be opportunities for the private sector or other agencies to deliver these programs
- Discontinue water and sewer lateral repairs and other water and wastewater-related services provided to citizens at significantly reduced rates that cost all tax payers in excess of $500,000 annually. Out of nine cities surveyed in Atlantic Canada, St. John's is the only City that offers this service at a reduced rate
- Implement fees for services currently provided free of charge for cleaning sewer back-ups, video inspections and thawing frozen pipes, in line with other municipalities
- Eliminate the $100,000 annual operating grant provided to the Aquarena while investing in City-owned facilities such as the Paul Reynolds Community Centre, a modern 74 thousand square foot structure being constructed using energy efficient technology
- Reduce the operating allocation and eliminate the capital allocation provided to the Grand Concourse Authority, which will have an impact on services in non-City owned property, such as Pippy Park
- Turn operations for the Shea Heights Community Centre back to the community with the provision of an annual operating grant. Similarly, the St. John's Recreation Centre at Buckmaster's Circle is currently being operated strictly as a rental facility. It is proposed to divest of this facility to the community while retaining limited storage space and the ability to use the venue as a Warming Centre during emergencies.



Our primary objective as a City is clear: to provide the best municipal services to the public in the most cost effective manner. We know we must continuously strive to enhance program efficiency and effectiveness so we can do more within the limited fiscal resources we have.

We are committed to keeping St. John's one of the best places in Canada in which to live, work, study, do business and raise a family. Our commitment to public engagement and improved communications, through our recently approved Public Engagement Framework, remains stronger than ever. Public communications, dialogue and opportunities to work closely with stakeholders and residents ensure the City is responsive and seeks opportunities for continuous improvement.

Fiscally Responsible

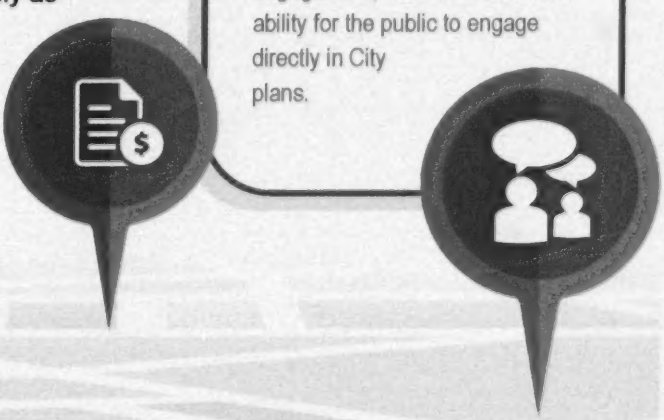
During public consultations stakeholders were clear that moderate spending changes were preferred over general "across the board" cuts. This is the approach we have taken for Budget 2016-2018. To achieve savings, we have taken a number of measures, including...

- Reducing some annual grants by 50 per cent and temporarily suspending our art procurement fund to ensure we are able to meet core service requirements. However, we will meet our commitment to purchase $300,000 in local art for the Convention Centre expansion.
- In 2015, the City announced a commitment to pilot automated garbage collection, beginning in 2016. As part of the 2016-2018 Budget Plan we have made the decision to delay implementation of this program. However, we will ensure that replacement garbage trucks are equipped to offer automated garbage collection when we are able to implement this program.
- Internally, our management team has worked diligently to find areas for operational efficiency as part of the commitment to continuous improvement. We will continue to seek further opportunities to operate as efficiently and effectively as possible.

Responsive and Progressive

During public consultations, stakeholders asked the City to seek opportunities to achieve savings in innovative ways. Here are a few examples:

- Through continued technological advancement in our salt monitoring program, we estimate $300,000 in savings annually as we strive to also achieve better road conditions and road quality.
- A new electronic bidding system that reduces the need for costly advertising and improves vendor access to bidding opportunities.
- An online platform for public engagement, which increases the ability for the public to engage directly in City plans.



Being an Effective Organization

It is fiscally prudent to review operating costs regularly to ensure that the City is making the best use of limited resources.

We will seek opportunities to operate as efficiently as possible without compromising on the long-term goals that build our neighbourhoods and enhance the quality of life for new and long-term residents.

We will focus firstly on our core mandate: ensuring that City staff are working to deliver services within a constantly changing environment.

Staffing

New **hires** will allow the City to realign and focus on its core services including opening of the new Paul Reynolds Centre which is five times larger than the previous facility; extra support for non-profit housing services; and increased hours for existing positions to provide expanded recreation services.

In our last three-year budget, achieving new **collective agreements** and addressing our pension plan liabilities were key strategic goals. The cost of those agreements, signed in 2015, totals $23.2 million over three years.

Changes to the **pension plan**, which aid in securing its long term financial security, result in new members being offered a less costly defined contribution plan.

Culture of Cooperation

We have many partners in **developing tourism** services and promoting St. John's as a destination for visitors, including the provincial government, Destination St. John's, Downtown St. John's and St. John's Sports and Entertainment.

We will seek opportunities to better leverage those partnerships over the next three years that benefit the tourism industry, the city, and the province.

As the capital, St. John's must think and plan regionally, as we are the regional caretakers of water, waste diversion and fire services.

We working through a drinking water study, preliminary planning for secondary wastewater treatment and completion of a regional fire station to benefit the entire area.

The new regional fire station in the Town of Paradise will open in spring 2016 and will improve fire protection, not only in the region but also within our City as service levels will be enhanced in the west end of the City of St. John's.

Neighbourhoods Build our City

St. John's is becoming a more livable city with a range of amenities, programs and services that support a healthy quality of life and increasingly welcoming and inclusive community. As the city changes, we are committed to supporting the smaller communities, local areas and neighbourhoods that are the core building blocks for our programs, services and policies.

Providing access to an appropriate range and type of **affordable housing** is a core goal.

The City has a long history of leadership in this field, including the creation and management of affordable housing for over 400 households since 1982. In 2011, City Council adopted the Affordable Housing Charter which commits the City to collaborative action to ensure all residents have access to housing that they can afford. Along with the Charter, Council also approved the City's first Action Plan on Affordable Housing.

Meeting the targets set in that plan will require that the City engage many partners in a collaborative and sustained effort including other governments, faith communities, industry and private residents.

The City of St. John's is committed to providing **parks, open spaces and recreation facilities** throughout the city so that all residents have access in or near their neighborhood. The City has invested heavily in making improvements to our parks and open spaces, and this commitment will continue in 2016-2018:

- A revitalization plan for **Victoria Park**, first announced in 2014 and scheduled to begin in spring 2016 continues, with efforts underway to establish a foundation to fund efforts identified through extensive public engagement.
- Following up on public engagement with the community, the **Kenmount Terrace Community Park** is targeted to be completed in 2019.
- A new, modern **pool house for Bowring Park** will be completed in 2016 vastly improving the swimming experience for visitors to this popular summer destination.
- Looking further ahead, we acknowledge that the H.G.R. Mews Community Centre does not have the capacity required to meet programming demands as the neighbourhood expands. A **multi-purpose leisure space** that supports the City's mandate to provide affordable and accessible recreation and leisure opportunities for all citizens is estimated to cost $42 million; construction will begin in this fiscal period.

The City of St. John's is committed to maintaining and positioning the downtown as a distinct neighbourhood. The establishment of a Downtown Advisory Committee, stemming from the advisory committee review, will provide information and advice to Council on policy and directions to support the ongoing development of downtown as a distinct neighbourhood of commerce, culture, tourism and heritage.

The Refresh of Water Street, resulting from infrastructure upgrades over the next five years will be guided by principles to see improved functionality and flexibility of Water Street and environs.

City for All Seasons

St. John's is an active city in our short summer, but we know there are many opportunities to make St. John's a year-round, livable and active city.

Working with our community partners, we will complete a **Winter City strategy** for St John's which will encompass a range of issues from weather resilience to winter living and opportunities for business development.

The recent **KPMG Winter Maintenance Review** provided the City with the opportunity to review of service levels; identify areas for improvement and growth; and seek the most economically viable ways to offer winter maintenance services. For winter 2016, we are committed to implementing many of the recommendations that were put forward by KPMG. Budget 2016-2018 requires some modifications of the KPMG shift recommendations and optimization of sidewalk snow clearing.

INVESTING IN tomorrow

Budget 2016 - 2018 responds to the changing economic and demographic context for the City of St. John's in the next three years and is rooted in investing in the infrastructure we will need, now and into the future.

Our city is changing, but our commitment to the residents and businesses operating here remains firm.

We envision a city in which people want to work and live, and we believe that this budget plan is a fiscally responsible, progressive and responsive direction that uses a culture of cooperation to achieve our goals.

APPENDIX A: Revenue Projection

	Budget 2015	Budget 2016	Change $	Change %
Taxation:				
41112 Residential Realty	$ 85,100,000	$ 95,900,000	$ 10,800,000	12.7%
41121 Business Realty	62,400,000	71,300,000	8,900,000	14.3%
44410 Water Sales & Tax	53,051,183	53,930,802	879,619	1.7%
41940 Accommodation Tax	3,871,000	3,400,000	(471,000)	-12.2%
41991 Utility Tax	7,100,000	7,100,000	-	0.0%
	211,522,183	**231,630,802**	**20,108,619**	**9.5%**
Grants In Lieu Of Taxes:				
42100 Govt of Canada	5,500,000	5,000,000	(500,000)	-9.1%
42200 Govt Canada Agencies	1,000,000	1,000,000	-	0.0%
42300 Water Tax Grant	2,900,000	3,080,000	180,000	6.2%
	9,400,000	**9,080,000**	**(320,000)**	**-3.4%**
Sales Goods & Services:				
44100 General Government	1,752,760	1,689,180	(63,580)	-3.6%
44300 Transportation	2,307,916	2,398,572	90,656	3.9%
44400 Environmental Health	666,176	633,706	(32,470)	-4.9%
44435 Tipping Fees	12,924,410	13,236,250	311,840	2.4%
44700 Recreation	1,541,440	1,693,502	152,062	9.9%
44900 Other General	513,424	694,684	181,260	35.3%
	19,706,126	**20,345,894**	**639,768**	**3.2%**
Other Revenue Own Sources:				
45120 Business Licences	163,980	163,980	-	0.0%
45170 Construction Permits	3,843,720	3,543,720	(300,000)	-7.8%
45200 Fines	2,257,484	2,385,410	127,926	5.7%
45300 Rents & Concessions	3,232,260	3,563,776	331,516	10.3%
45500 Investment Interest	25,716	25,716	-	0.0%
45600 Interest Tax Arrears	1,400,000	1,400,000	-	0.0%
	10,923,160	**11,082,602**	**159,442**	**1.5%**
Grants Other Governments:				
47530 Recovery Debt Charges	20,589,862	20,827,855	237,993	1.2%
47550 Real Program Grants	225,000	225,500	500	0.2%
47555 NPH Subsidy	967,343	967,343	-	0.0%
47110 Federal Gas Tax Rebate	4,182,853	4,182,853	-	0.0%
47100 Other Grants	218,990	339,518	120,528	55.0%
47107 CMHC Mortgage Subsidy	362,627	227,061	(135,566)	-37.4%
	26,546,675	**26,770,130**	**223,455**	**0.8%**
Other Transfers:				
49201 Assessments/Transfers	11,327,054	3,273,454	(8,053,600)	-71.1%
	11,327,054	**3,273,454**	**(8,053,600)**	**-71.1%**
Total Revenue	**$ 289,425,198**	**$ 302,182,882**	**$ 12,757,684**	**4.4%**

	Budget 2015	Budget 2016	Change $	Change %
General Government:				
General Administrative:				
1111 Mayor & Councillors	$ 702,154	$ 725,337	$ 23,183	3.3%
1112 Mayor's Office	11,890	11,890	-	0.0%
1115 Public Recept & Events	189,544	192,813	3,269	1.7%
1211 Administration - Strategy & Engagement	407,116	436,365	29,249	7.2%
1212 Admin-Admin Services	500,720	620,634	119,914	23.9%
1213 Human Resources	283,719	700,543	416,824	146.9%
1214 Benefits Administration	224,154	240,454	16,300	7.3%
1215 City Manager	377,027	395,306	18,279	4.8%
1216 Employee Wellness	844,924	649,316	(195,608)	-23.2%
1217 Employee Development	552,681	559,907	7,226	1.3%
1218 Employee Relations	982,866	1,037,887	55,021	5.6%
1219 569 HR Administration	363,163	-	(363,163)	-100.0%
1220 Legal Services	1,021,615	1,292,334	270,719	26.5%
1221 Admin Finance	623,306	552,463	(70,843)	-11.4%
1222 Financial Services	1,454,087	1,621,568	167,481	11.5%
1223 Budgetary Services	361,589	380,309	18,720	5.2%
1224 Asset Reporting	101,195	105,236	4,041	4.0%
1231 Assessment	1,949,159	2,093,176	144,017	7.4%
1241 Revenue Accounting	1,281,549	1,216,972	(64,577)	-5.0%
1250 Property Management	497,398	519,431	22,033	4.4%
1251 Office Services	989,767	880,325	(109,442)	-11.1%
1252 Mtce City Hall	674,591	706,098	31,507	4.7%
1253 Electrical Mtce	724,233	763,600	39,367	5.4%
1254 Mtce City Hall Annex	221,624	228,374	6,750	3.0%
1255 Building & Facility Maintenance	432,547	567,272	134,725	31.1%
1256 Mtce Of Fire Dept	378,759	349,853	(28,906)	-7.6%
1257 Mtce Railway Coastal Building	205,736	212,816	7,080	3.4%
1258 Mtce 245 Freshwater Rd	275,445	293,655	18,210	6.6%
1259 Mtce Conway Bldg.	58,709	31,849	(26,860)	-45.8%
1260 Archives Building	-	31,849	31,849	-
2498 East End Storage Bldg	76,045	2,346	(73,699)	-96.9%
1261 Purchasing	675,904	708,028	32,124	4.8%
1262 Stores/Inventory	831,177	865,478	34,301	4.1%
1268 Admin Corporate Services	785,108	810,031	24,923	3.2%
1269 Internal Audit	276,068	288,669	12,601	4.6%
1270 Corporate Communications	988,052	1,014,879	26,827	2.7%
1272 End User Support	4,447,151	4,611,332	164,181	3.7%
1274 Service Centre	1,837,762	1,813,210	(24,552)	-1.3%
	26,608,534	27,531,605	923,071	3.5%

	Budget 2015	Budget 2016	Change $	Change %
Pensions & Benefits:				
1290 Pensions	1,409,836	1,411,836	2,000	0.1%
1297 Sick and Severance Liabilities	800,000	1,882,235	1,082,235	135.3%
	2,209,836	3,294,071	1,084,235	49.1%
Engineering:				
1313 Development Control	1,450,098	1,432,340	(17,758)	-1.2%
1314 Surveying	615,693	713,597	97,904	15.9%
1315 Traffic & Transportation	4,166,917	4,186,234	19,317	0.5%
1316 Steno-Clerical	766,730	749,993	(16,737)	-2.2%
1318 Engineering Information Services	1,336,629	1,297,147	(39,482)	-3.0%
1319 Construction	1,770,883	1,911,680	140,797	8.0%
	10,106,950	10,290,992	184,042	1.8%
Other General Government:				
1931 Liability Insurance	833,254	842,040	8,786	1.1%
	833,254	842,040	8,786	1.1%
Total General Government	**39,758,574**	**41,958,708**	**2,200,134**	**5.5%**
Protective Services:				
Fire & Traffic:				
2141 Parking Enforcement	2,889,204	2,656,899	(232,305)	-8.0%
2142 Crossing Guard Program	102,043	112,138	10,095	9.9%
2491 Fire Protection	22,751,828	23,852,248	1,100,420	4.8%
	25,743,075	26,621,284	878,209	3.4%
Protective Inspections:				
2921 Admin Build. & Dev	777,446	909,620	132,174	17.0%
2922 Bldg Inspection	2,173,451	2,256,805	83,354	3.8%
2923 Elect Inspection	784,869	711,254	(73,615)	-9.4%
2924 Plumb Inspection	340,341	355,440	15,099	4.4%
2926 Water Meter/Plumbing Mtce.	93,096	96,156	3,060	3.3%
2929 Taxi Inspections	213,892	223,594	9,702	4.5%
	4,383,095	4,552,870	169,775	3.9%
Other Protective Services:				
2931 Animal & Pest Control	1,280,562	1,292,635	12,073	0.9%
2932 Animal Control Facility	93,548	114,438	20,890	22.3%
	1,374,110	1,407,073	32,963	2.4%
Total Protective Services	**31,500,280**	**32,581,226**	**1,080,946**	**3.4%**
Transportation Services:				
Roads Department:				
3011 Admin Public Works	1,284,897	1,174,598	(110,299)	-8.6%
3211 Admin Streets & Parks	1,994,578	2,189,177	194,599	9.8%
3221 Mtce Of Roads	7,905,898	8,125,884	219,986	2.8%

	Budget 2015	Budget 2016	Change $	Change %
3231 Snow Clearing	17,953,090	17,281,312	(671,778)	-3.7%
3241 Works Depot Mtce	1,602,416	1,809,876	207,460	12.9%
3242 Mtce Of Asphalt Recycling Facility	15,960	13,460	(2,500)	-15.7%
3262 Street Cleaning By Hand	313,170	253,195	(59,975)	-19.2%
	31,070,009	30,847,501	(222,508)	-0.7%
Other Transportation Services:				
3521 Parking Meters	1,076,313	1,025,573	(50,740)	-4.7%
3561 Street Lighting	4,675,000	4,475,000	(200,000)	-4.3%
3591 Subsidy Metrobus	15,275,652	14,345,425	(930,227)	-6.1%
3592 Para-Transit	2,346,717	3,552,427	1,205,710	51.4%
	23,373,682	23,398,425	24,743	0.1%
Total Transportation Services	**54,443,691**	**54,245,926**	**(197,765)**	**-0.4%**
Environmental Health:				
Water Department:				
4111 Admin Water	2,609,510	2,257,924	(351,586)	-13.5%
4121 PHLP Water Treatment Plant	2,316,047	1,988,650	(327,397)	-14.1%
4122 Water Treatment	7,574,470	10,169,200	2,594,730	34.3%
4120 CSJ Share of Regional Water	4,717,433	4,786,819	69,386	1.5%
4123 Regional Water System	13,604,613	13,523,653	(80,960)	-0.6%
4124 Mtce Pvr/Booster Stations	499,116	509,613	10,497	2.1%
4131 Mtce Water Mains	9,398,979	9,302,678	(96,301)	-1.0%
4132 Water [illegible]ering	406,883	408,767	1,884	0.5%
	41,127,051	42,947,304	1,820,253	4.4%
Sewer Department:				
4225 Waste Water Treatment Plant	11,060,742	9,340,003	(1,720,739)	-15.6%
4226 Sewer Pump Stations	707,910	721,905	13,995	2.0%
	11,768,652	10,061,908	(1,706,744)	-14.5%
Sanitary Department:				
4321 Garbage Collection	6,774,172	6,490,834	(283,338)	-4.2%
4322 Waste Diversion Project	221,615	229,972	8,357	3.8%
4331 Garbage Disposal	8,373,350	8,388,840	15,490	0.2%
4332 Bldg Mtce Robin Hood Bay	696,411	1,327,056	630,645	90.6%
4333 Material Recovery Facility	1,635,857	1,655,957	20,100	1.2%
4334 RHB Residential Drop Off Facility	871,638	942,220	70,582	8.1%
4335 Eastern Waste Mangement	2,863,765	3,418,764	554,999	19.4%
	21,436,808	22,453,643	1,016,835	4.7%
Total Environmental Health	**74,332,511**	**75,462,854**	**1,130,343**	**1.5%**

	Budget 2015	Budget 2016	Change $	Change %
Environmental Development:				
Planning :				
6113 Planning & Development	1,074,671	838,455	(236,216)	-22.0%
6118 Downtown Revitalization	250,000	290,000	40,000	16.0%
	1,324,671	1,128,455	(196,216)	-14.8%
Community Development :				
6211 Strategic Development	721,571	291,033	(430,538)	-59.7%
6212 Events & Services	-	607,228	607,228	-
	721,571	898,261	176,690	24.5%
Housing And Real Estate:				
6330 Real Estate - Legal	266,739	274,130	7,391	2.8%
6341 Real Estate	16,700	16,700	-	0.0%
6342 Rental Housing Projects	493,544	736,592	243,048	49.2%
6343 Avalon Visitor'S & Convention Bureau	1,250,000	2,746,200	1,496,200	119.7%
6360 Non-Profit Housing	4,651,446	4,800,151	148,705	3.2%
6391 Non-Profit Housing Admin	481,616	657,650	176,034	36.6%
6392 Non-Profit Housing Mtce	723,487	714,585	(8,902)	-1.2%
6401 HFSCF: Coordination Framework	-	60,000	60,000	-
	7,883,532	10,006,008	2,122,476	26.9%
Tourism & Economic Development:				
6611 Promotions Admin	588,116	621,954	33,838	5.8%
6612 Tourism Development	933,778	568,830	(364,948)	-39.1%
6613 Visitor's Services	162,677	91,323	(71,354)	-43.9%
6624 Mtce Gentara Bldg	302,821	317,041	14,220	4.7%
6625 Quidi Vidi Visitor Centre	64,496	92,296	27,800	43.1%
	2,051,888	1,691,445	(360,443)	-17.6%
Total Environmental Development	**11,981,662**	**13,724,168**	**1,742,506**	**14.5%**
Parks, Recreation & Cultural Services				
Parks Division:				
7111 Administration Parks	415,760	435,935	20,175	4.9%
7121 Municipal Parks	2,178,129	2,254,778	76,649	3.5%
7122 Passive Open Space	2,247,076	2,027,675	(219,401)	-9.8%
7123 Active Sports Fac	680,187	694,225	14,038	2.1%
7124 Mtce Playgrounds	849,840	873,195	23,355	2.7%
7125 Mtce Buckmasters Rec	98,802	98,840	38	0.0%
7126 Horticultural Mtce.	1,267,539	1,343,490	75,951	6.0%
7127 Mtce Rotary Park	91,566	94,140	2,574	2.8%
7130 Mtce Mews Centre	223,279	224,319	1,040	0.5%
7131 Aquatic Mtce Parks	244,098	275,570	31,472	12.9%
7133 Mtce Rotary Chalet	47,070	47,070	-	0.0%

	Budget 2015	Budget 2016	Change $	Change %
7134 Mtce Sports Buildings	259,134	226,974	(32,161)	-12.4%
7135 Snow Clearing Steps	613,524	630,922	17,398	2.8%
7136 Mtce Shea Heights Comm Cen	70,452	91,822	21,370	30.3%
7137 Wedgewood Park Fac.	118,608	147,616	29,008	24.5%
7138 Mtce Kilbride Rec Centre	71,652	91,052	19,400	27.1%
7139 Mtce Southlands Community Center	67,860	75,220	7,360	10.8%
7141 Mtce Anna Templeton Centre	19,000	39,000	20,000	105.3%
7225 Bow Park Bldg Mtce	90,436	93,396	2,960	3.3%
	9,654,012	9,765,238	111,226	1.2%
Recreation:				
7301 Adminsitration Recreation	821,974	619,871	(202,103)	-24.6%
7305 Corporate & Commun Affairs	1,471,028	1,632,152	161,124	11.0%
7311 Program Admin	994,354	1,110,448	116,094	11.7%
7315 Recreation Information Serv	194,981	194,981	-	0.0%
7321 Operation Summer Rec Prg	309,786	326,176	16,390	5.3%
7322 Aquatics	104,086	140,098	36,012	34.6%
7324 Program & Services Admin	880,649	993,975	113,326	12.9%
7325 Facility Operations	635,579	568,218	(67,361)	-10.6%
7329 Program & Services	603,936	624,120	20,184	3.3%
7330 Goulds Rec Services	162,565	162,500	(65)	0.0%
7331 Wedgewood Park Rec	376,054	481,592	105,538	28.1%
7332 Wedgewood Park Programs & Services	437,637	501,369	63,732	14.6%
7333 Seniors Outreach	134,740	168,202	33,462	24.8%
7334 Bannerman Park Pool	70,233	92,778	22,545	32.1%
7335 Other Facility Operations	162,633	53,720	(108,913)	-67.0%
7336 Shea Heights Comm Cen	198,682	162,039	(36,643)	-18.4%
7337 Southlands Community Center	261,719	292,706	30,987	11.8%
7338 Kilbride Community Centre	200,366	260,628	60,262	30.1%
7341 Sport	65,063	(1)	(65,064)	-100.0%
	8,086,065	8,385,573	299,508	3.7%
Other Recreational & Cultural Services:				
7445 Civic Centre Corporation	1,900,000	2,570,000	670,000	35.3%
7551 Grants & Subsidies	1,305,000	1,105,000	(200,000)	-15.3%
7553 Local Immigration Partnership Strategy	-	112,028	112,028	-
7911 Municipal Archives	272,669	282,660	9,991	3.7%
7910 Cultural Development	417,886	301,090	(116,796)	-27.9%
7912 Railway Coastal Museum	462,098	420,702	(41,396)	-9.0%
	4,357,653	4,791,480	433,827	10.0%
Total Parks, Recreation, & Cultural Services	**22,097,730**	**22,942,291**	**844,561**	**3.8%**

	Budget 2015	Budget 2016	Change $	Change %
Fiscal & Transfers:				
Debt Charges:				
8111 Short Term Debt	180,000	80,000	(100,000)	-55.6%
8121 Long Term Debt	180,275	70,640	(109,635)	-60.8%
8131 Debenture Debt	30,399,092	30,487,261	88,169	0.3%
8191 Other Debt Charges	580,000	600,000	20,000	3.4%
Total Fiscal & Transfers	**31,339,367**	**31,237,901**	**(101,466)**	**-0.3%**
Other Transfers:				
8211 Prov. For Allowances	1,550,000	1,550,000	-	0.0%
8990 Capital Expenditures	16,316,556	25,142,428	8,825,872	54.1%
Total Other Transfers	**17,866,556**	**26,692,428**	**8,825,872**	**49.4%**
Total Expenditure:	**283,320,371**	**298,845,502**	**15,525,131**	**5.5%**
Transfers To Other Departments:				
Payroll Costs:				
1295 Payroll Costs	6,176,274	2,481,472	(3,694,802)	-59.8%
Mechanical:				
3111 Administration	1,444,599	1,479,034	34,435	2.4%
3121 Mtce Heavy Equipment	8,779,683	9,005,897	226,214	2.6%
3123 Robin Hood Bay Equip	643,893	676,867	32,974	5.1%
3129 Recovery Fleet Rental	(10,939,622)	(10,305,889)	633,733	-5.8%
Total Mechanical	**(71,447)**	**855,909**	**927,356**	**-1298.0%**
Total Expenditure:	**$ 289,425,198**	**$ 302,182,882**	**$ 12,757,684**	**4.4%**

APPENDIX C: 2016 -2018 REVENUE FORECAST

	Budget 2015	Budget 2016	Forecast 2017	Forecast 2018
Taxation:				
41112 Residential Realty	$ 85,100,000	$ 95,900,000	$ 96,400,000	$ 96,900,000
41121 Business Realty	62,400,000	71,300,000	71,900,000	77,900,000
44410 Water Sales & Tax	53,051,183	53,930,802	56,688,909	57,106,279
41940 Accommodation Tax	3,871,000	3,400,000	3,500,000	3,600,000
41991 Utility Tax	7,100,000	7,100,000	7,100,000	7,100,000
	211,522,183	**231,630,802**	**235,588,909**	**242,606,279**
Grants In Lieu Of Taxes:				
42100 Govt of Canada	5,500,000	5,000,000	5,000,000	5,000,000
42200 Govt Canada Agencies	1,000,000	1,000,000	1,000,000	1,000,000
42300 Water Tax Grant	2,900,000	3,080,000	3,270,000	3,300,000
	9,400,000	**9,080,000**	**9,270,000**	**9,300,000**
Sales Goods & Services:				
44100 General Government	1,752,760	1,689,180	1,689,180	1,689,180
44300 Transportation	2,307,916	2,398,572	2,463,304	2,524,302
44400 Environmental Health	666,176	633,706	633,706	633,706
44435 Tipping Fees	12,924,410	13,236,250	13,236,250	13,236,250
44700 Recreation	1,541,440	1,693,502	2,069,390	2,092,358
44900 Other General	513,424	694,684	706,964	716,964
	19,706,126	**20,345,894**	**20,798,794**	**20,892,760**
Other Revenue Own Sources:				
45120 Business Licences	163,980	163,980	163,980	163,980
45170 Construction Permits	3,843,720	3,543,720	3,543,720	3,543,720
45200 Fines	2,257,484	2,385,410	2,385,410	2,385,410
45300 Rents & Concessions	3,232,260	3,563,776	3,563,776	3,563,776
45500 Investment Interest	25,716	25,716	25,716	25,716
45600 Interest Tax Arrears	1,400,000	1,400,000	1,400,000	1,400,000
	10,923,160	**11,082,602**	**11,082,602**	**11,082,602**
Grants Other Governments:				
47530 Recovery Debt Charges	20,589,862	20,827,855	23,451,378	23,021,261
47550 Real Program Grants	225,000	225,500	229,000	229,000
47555 NPH Subsidy	967,343	967,343	967,343	967,343
47110 Federal Gas Tax Rebate	4,182,853	4,182,853	4,182,853	4,182,853
47100 Other Grants	218,990	339,518	362,056	371,967
47107 CMHC Mortgage Subsidy	362,627	227,061	227,061	227,061
	26,546,675	**26,770,130**	**29,419,691**	**28,999,485**
Other Transfers:				
49201 Assessments/Transfers	11,327,054	3,273,454	3,368,946	3,479,411
	11,327,054	**3,273,454**	**3,368,946**	**3,479,411**
Total Revenue	**$ 289,425,198**	**302,182,882**	**309,528,942**	**316,360,537**

APPENDIX D: 2016-2018 EXPENDITURE FORECAST

	Budget 2015	Budget 2016	Forecast 2017	Forecast 2018
General Government:				
General Administrative:				
1111 Mayor & Councillors	$ 702,154	$ 725,337	$ 750,755	$ 777,191
1112 Mayor's Office	11,890	11,890	11,890	11,890
1115 Public Recept & Events	189,544	192,813	196,197	199,716
1211 Administration - Strategy & Engagement	407,116	436,365	507,101	471,332
1212 Admin-Admin Services	500,720	620,634	660,782	690,811
1213 Human Resources	283,719	700,543	748,199	784,010
1214 Benefits Administration	224,154	240,454	257,635	270,417
1215 City Manager	377,027	395,306	412,114	425,974
1216 Employee Wellness	844,924	649,316	684,413	709,050
1217 Employee Development	552,681	559,907	577,510	590,778
1218 Employee Relations	982,866	1,037,887	1,105,380	1,159,649
1219 569 HR Administration	363,163	-	-	-
1220 Legal Services	1,021,615	1,292,334	1,290,640	1,273,819
1221 Admin Finance	623,306	552,463	563,299	569,423
1222 Financial Services	1,454,087	1,621,568	1,697,145	1,766,680
1223 Budgetary Services	361,589	380,309	400,785	418,496
1224 Asset Reporting	101,195	105,236	109,411	113,754
1231 Assessment	1,949,159	2,093,176	2,255,245	2,580,103
1241 Revenue Accounting	1,281,549	1,216,972	1,202,927	1,250,682
1250 Property Management	497,398	519,431	548,698	569,653
1251 Office Services	989,767	880,325	886,194	892,298
1252 Mtce City Hall	674,591	706,098	682,779	685,519
1253 Electrical Mtce	724,233	763,600	795,040	824,025
1254 Mtce City Hall Annex	221,624	228,374	212,644	214,380
1255 Building & Facility Maintenance	432,547	567,272	586,136	605,755
1256 Mtce Of Fire Dept	378,759	349,853	365,617	379,354
1257 Mtce Railway Coastal Building	205,736	212,816	212,816	212,816
1258 Mtce 245 Freshwater Rd	275,445	293,655	293,655	293,655
1259 Mtce Conway Bldg.	58,709	31,849	31,849	31,849
1260 Archives Building	-	31,849	31,849	31,849
2498 East End Storage Bldg	76,045	2,346	2,346	2,346
1261 Purchasing	675,904	708,028	739,464	769,548
1262 Stores/Inventory	831,177	865,478	898,782	931,123
1268 Admin Corporate Services	785,108	810,031	857,960	890,549
1269 Internal Audit	276,068	288,669	309,310	324,793
1270 Corporate Communications	988,052	1,014,879	1,046,120	1,071,360
1272 End User Support	4,447,151	4,611,332	4,602,136	4,678,836
1274 Service Centre	1,837,762	1,813,210	1,889,865	1,963,271
	26,608,534	27,531,605	28,424,688	29,436,753

	Budget 2015	Budget 2016	Forecast 2017	Forecast 2018
Pensions & Benefits:				
1290 Pensions	1,409,836	1,411,836	1,531,836	1,636,836
1297 Sick and Severance Liabilities	800,000	1,882,235	1,909,058	1,398,596
	2,209,836	3,294,071	3,440,894	3,035,432
Engineering:				
1313 Development Control	1,450,098	1,432,340	1,514,813	1,577,317
1314 Surveying	615,693	713,597	739,661	763,686
1315 Traffic & Transportation	4,166,917	4,186,234	4,290,267	4,396,657
1316 Steno-Clerical	766,730	749,993	777,679	806,228
1318 Engineering Information Services	1,336,629	1,297,147	1,341,863	1,385,252
1319 Construction	1,770,883	1,911,680	2,009,751	2,081,397
	10,106,950	10,290,992	10,674,034	11,010,538
Other General Government:				
1931 Liability Insurance	833,254	842,040	852,064	859,619
	833,254	842,040	852,064	859,619
Total General Government	**39,758,574**	**41,958,708**	**43,391,680**	**44,342,341**
Protective Services:				
Fire & Traffic:				
2141 Parking Enforcement	2,889,204	2,656,899	2,736,554	2,816,687
2142 Crossing Guard Program	102,043	112,138	112,138	112,138
2491 Fire Protection	22,751,828	23,852,248	22,625,514	22,752,945
	25,743,075	26,621,284	25,474,206	25,681,770
Protective Inspections:				
2921 Admin Build. & Dev	777,446	909,620	958,801	993,171
2922 Bldg Inspection	2,173,451	2,256,805	2,344,064	2,428,779
2923 Elect Inspection	784,869	711,254	738,269	765,043
2924 Plumb Inspection	340,341	355,440	370,196	384,221
2926 Water Meter/Plumbing Mtce.	93,096	96,156	99,478	102,932
2929 Taxi Inspections	213,892	223,594	233,346	242,168
	4,383,095	4,552,870	4,744,154	4,916,315
Other Protective Services:				
2931 Animal & Pest Control	1,280,562	1,292,635	1,339,210	1,387,822
2932 Animal Control Facility	93,548	114,438	114,438	114,438
	1,374,110	1,407,073	1,453,648	1,502,259
Total Protective Services	**31,500,280**	**32,581,226**	**31,672,007**	**32,100,344**
Transportation Services:				
Roads Department:				
3011 Admin Public Works	1,284,897	1,174,598	1,196,458	1,215,243
3211 Admin Streets & Parks	1,994,578	2,189,177	2,243,576	2,338,664
3221 Mtce Of Roads	7,905,898	8,125,884	8,239,417	8,355,129

	Budget 2015	Budget 2016	Forecast 2017	Forecast 2018
3231 Snow Clearing	17,953,090	17,281,312	16,382,435	16,554,779
3241 Works Depot Mtce	1,602,416	1,809,876	1,792,598	1,810,197
3242 Mtce Of Asphalt Recycling Facility	15,960	13,460	13,460	13,460
3262 Street Cleaning By Hand	313,170	253,195	253,195	253,195
	31,070,009	30,847,501	30,121,138	30,540,667
Other Transportation Services:				
3521 Parking Meters	1,076,313	1,025,573	1,025,573	1,025,573
3561 Street Lighting	4,675,000	4,475,000	4,700,000	4,950,000
3591 Subsidy Metrobus	15,275,652	14,345,425	15,205,389	16,005,389
3592 Para-Transit	2,346,717	3,552,427	3,858,326	4,164,461
	23,373,682	23,398,425	24,789,288	26,145,423
Total Transportation Services	**54,443,691**	**54,245,926**	**54,910,426**	**56,686,089**
Environmental Health:				
Water Department:				
4111 Admin Water	2,609,510	2,257,924	2,399,785	2,496,401
4121 PHLP Water Treatment Plant	2,316,047	1,988,650	1,988,650	1,988,650
4122 Water Treatment	7,574,470	10,169,200	12,293,425	12,336,108
4120 CSJ Share of Regional Water	4,717,433	4,786,819	4,864,048	4,898,537
4123 Regional Water System	13,604,613	13,523,653	13,741,758	13,839,129
4124 Mtce Pvr/Booster Stations	499,116	509,613	520,485	531,793
4131 Mtce Water Mains	9,398,979	9,302,678	9,457,461	9,618,435
4132 Water Metering	406,883	408,767	425,868	440,783
	41,127,051	42,947,304	45,691,480	46,149,836
Sewer Department:				
4225 Waste Water Treatment Plant	11,060,742	9,340,003	9,437,204	9,522,372
4226 Sewer Pump Stations	707,910	721,905	736,401	751,478
	11,768,652	10,061,908	10,173,606	10,273,850
Sanitary Department:				
4321 Garbage Collection	6,774,172	6,490,834	6,596,312	6,700,921
4322 Waste Diversion Project	221,615	229,972	236,328	242,939
4331 Garbage Disposal	8,373,350	8,388,840	8,496,778	8,591,187
4332 Bldg Mtce Robin Hood Bay	696,411	1,327,056	682,359	682,675
4333 Material Recovery Facility	1,635,857	1,655,957	1,655,957	1,655,957
4334 RHB Residential Drop Off Facility	871,638	942,220	944,952	947,792
4335 Eastern Waste Mangement	2,863,765	3,418,764	3,418,764	3,418,764
	21,436,808	22,453,643	22,031,450	22,240,234
Total Environmental Health	**74,332,511**	**75,462,854**	**77,896,536**	**78,663,921**

	Budget 2015	Budget 2016	Forecast 2017	Forecast 2018
Environmental Development:				
Planning :				
6113 Planning & Development	1,074,671	838,455	866,003	891,449
6118 Downtown Revitalization	250,000	290,000	290,000	290,000
	1,324,671	1,128,455	1,156,003	1,181,449
Community Development :				
6211 Strategic Development	721,571	291,033	305,190	315,095
6212 Events & Services	-	607,228	626,271	643,594
	721,571	898,261	931,461	958,689
Housing And Real Estate:				
6330 Real Estate - Legal	266,739	274,130	290,966	303,614
6341 Real Estate	16,700	16,700	16,700	16,700
6342 Rental Housing Projects	493,544	736,592	980,726	980,726
6343 Avalon Visitor'S & Convention Bureau	1,250,000	2,746,200	312,200	412,200
6360 Non-Profit Housing	4,651,446	4,800,151	4,800,151	4,800,163
6391 Non-Profit Housing Admin	481,616	657,650	668,219	620,216
6392 Non-Profit Housing Mtce	723,487	714,585	744,593	773,105
6401 HFSCF: Coordination Framework	-	60,000	100,000	100,000
	7,883,532	10,006,008	7,913,555	8,006,724
Tourism & Economic Development:				
6611 Promotions Admin	588,116	621,954	646,014	668,168
6612 Tourism Development	933,778	568,830	581,047	591,049
6613 Visitor's Services	162,677	91,323	94,230	97,176
6624 Mtce Gentara Bldg	302,821	317,041	297,041	297,041
6625 Quidi Vidi Visitor Centre	64,496	92,296	89,896	89,896
	2,051,888	1,691,445	1,708,229	1,743,330
Total Environmental Development	11,981,662	13,724,168	11,709,248	11,890,191
Parks, Recreation & Cultural Services				
Parks Division:				
7111 Administration Parks	415,760	435,935	462,633	483,938
7121 Municipal Parks	2,178,129	2,254,778	2,319,749	2,385,586
7122 Passive Open Space	2,247,076	2,027,675	2,055,148	2,083,719
7123 Active Sports Fac	680,187	694,225	708,184	722,702
7124 Mtce Playgrounds	849,840	873,195	897,176	922,117
7125 Mtce Buckmasters Rec	98,802	98,840	101,202	98,802
7126 Horticultural Mtce.	1,267,539	1,343,490	1,385,792	1,427,148
7127 Mtce Rotary Park	91,566	94,140	96,499	98,953
7130 Mtce Mews Centre	223,279	224,319	224,319	224,319
7131 Aquatic Mtce Parks	244,098	275,570	292,108	294,227
7133 Mtce Rotary Chalet	47,070	47,070	49,470	47,070

	Budget 2015	Budget 2016	Forecast 2017	Forecast 2018
7134 Mtce Sports Buildings	259,134	226,974	229,374	226,974
7135 Snow Clearing Steps	613,524	630,922	711,094	731,837
7136 Mtce Shea Heights Comm Cen	70,452	91,822	89,422	89,422
7137 Wedgewood Park Fac.	118,608	147,616	458,275	461,452
7138 Mtce Kilbride Rec Centre	71,652	91,052	88,652	88,652
7139 Mtce Southlands Community Center	67,860	75,220	75,220	77,620
7141 Mtce Anna Templeton Centre	19,000	39,000	39,000	39,000
7225 Bow Park Bldg Mtce	90,436	93,396	90,996	90,996
	9,654,012	9,765,238	10,374,312	10,594,532
Recreation:				
7301 Adminsitration Recreation	821,974	619,871	642,522	658,972
7305 Corporate & Commun Affairs	1,471,028	1,632,152	1,864,207	1,917,772
7311 Program Admin	994,354	1,110,448	1,239,595	1,278,200
7315 Recreation Information Serv	194,981	194,981	194,981	194,981
7321 Operation Summer Rec Prg	309,786	326,176	333,263	334,773
7322 Aquatics	104,086	140,098	130,098	130,098
7324 Program & Services Admin	880,649	993,975	1,097,286	1,142,437
7325 Facility Operations	635,579	568,218	586,983	601,697
7329 Program & Services	603,936	624,120	645,886	667,738
7330 Goulds Rec Services	162,565	162,500	162,500	166,250
7331 Wedgewood Park Rec	376,054	481,592	933,360	967,353
7332 Wedgewood Park Programs & Services	437,637	501,369	823,554	852,144
7333 Seniors Outreach	134,740	168,202	212,546	216,301
7334 Bannerman Park Pool	70,233	92,778	92,778	92,778
7335 Other Facility Operations	162,633	53,720	43,225	48,951
7336 Shea Heights Comm Cen	198,682	162,039	167,496	173,390
7337 Southlands Community Center	261,719	292,706	298,146	304,732
7338 Kilbride Community Centre	200,366	260,628	266,084	271,947
7341 Sport	65,063	(1)	(1)	(1)
	8,086,065	8,385,573	9,734,508	10,020,511
Other Recreational & Cultural Services:				
7445 Civic Centre Corporation	1,900,000	2,570,000	2,578,000	2,660,000
7551 Grants & Subsidies	1,305,000	1,105,000	1,355,000	1,105,000
7553 Local Immigration Partnership Strategy	-	112,028	132,066	136,977
7911 Municipal Archives	272,669	282,660	293,025	303,805
7910 Cultural Development	417,886	301,090	304,412	307,866
7912 Railway Coastal Museum	462,098	420,702	459,702	481,302
	4,357,653	4,791,480	5,122,205	4,994,950
Total Parks, Recreation, & Cultural Services	**22,097,730**	**22,942,291**	**25,231,026**	**25,609,994**

	Budget 2015	Budget 2016	Forecast 2017	Forecast 2018
Fiscal & Transfers:				
Debt Charges:				
8111 Short Term Debt	180,000	80,000	80,000	80,000
8121 Long Term Debt	180,275	70,640	70,640	-
8131 Debenture Debt	30,399,092	30,487,261	34,687,261	37,887,261
8191 Other Debt Charges	580,000	600,000	100,000	600,000
Total Fiscal & Transfers	**31,339,367**	**31,237,901**	**34,937,901**	**38,567,261**
Other Transfers:				
8211 Prov. For Allowances	1,550,000	1,550,000	1,550,000	1,550,000
8990 Capital Expenditures	16,316,556	25,142,428	24,242,428	21,239,928
Total Other Transfers	**17,866,556**	**26,692,428**	**25,792,428**	**22,789,928**
Total Expenditure:	**283,320,371**	**298,845,502**	**305,541,252**	**310,650,069**
Transfers To Other Departments:				
Payroll Costs:				
1295 Payroll Costs	6,176,274	2,481,472	2,639,173	3,783,158
Mechanical:				
3111 Administration	1,444,599	1,479,034	1,525,320	1,587,592
3121 Mtce Heavy Equipment	8,779,683	9,005,897	9,429,621	9,937,927
3123 Robin Hood Bay Equip	643,893	676,867	698,995	712,211
3129 Recovery Fleet Rental	(10,939,622)	(10,305,889)	(10,305,419)	(10,310,419)
Total Mechanical	**(71,447)**	**855,909**	**1,348,518**	**1,927,310**
Total Expenditure:	**$ 289,425,198**	**$ 302,182,882**	**$ 309,528,942**	**$ 316,360,536**